higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

OPERATIONS MANAGEMENT
NQF LEVEL 2

(3021012)

1 March 2018 (X-Paper)
09:00–11:30

This question paper consists of 7 pages.

NCV

TIME: 2½ HOURS
MARKS: 100

INSTRUCTIONS AND INFORMATION

1. Answer ALL the questions.
2. Read ALL the questions carefully.
3. Number the answers according to the numbering system used in this question paper.
4. Write neatly and legibly.

NCV

SECTION A

QUESTION 1

1.1 Give ONE word or term for each of the following descriptions by choosing a word/term from the list below. Write only the word or term next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

tender; flow chart; ratio; prevention; environment; graph; TQM; quality; policy; insurance; incentive

1.1.1 Guidelines on what employees should wear when they are at work.

1.1.2 Creating a pleasant work environment which motivates employees.

1.1.3 Products are manufactured according to set standards.

1.1.4 It is used to analyse statistical data relating to improvements in procedures.

1.1.5 Social factors such as disease affect the productivity of labour.

1.1.6 It shows how the components of a business system are inter-dependent and related.

1.1.7 It is regarded as the most important technique to reduce risk.

1.1.8 It is given to motivate employees and to achieve better cooperation and commitment in the workplace.

1.1.9 When you apply to supply goods or to carry out services at a stipulated price.

1.1.10 Relationship between two amounts.

(10 × 1) (10)

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1.2 Choose a word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–K) next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.2.1	Determining what is to be achieved in a business and finding ways of achieving it	A	assets
1.2.2	Business that offers the same products or renders the same services to consumers	B	training
1.2.3	When a business is relocating to new premises	C	procurement
1.2.4	It dictates how things are done in a business	D	competition
1.2.5	They have a long life span and are used for the operations of a business	E	legal risk
1.2.6	Upskilling employees to be able to deal with customers' complaints	F	resiting
1.2.7	It is made up of a small group of individuals selected from all levels to investigate methods of quality improvement	G	focus group
1.2.8	Searching for suitable persons to work for a company	H	planning
1.2.9	It describes the purpose of a weekly action plan and how important it is to the business	I	recruitment
1.2.10	Non-compliance with rules and regulations	J	ethos
		K	goal

(10 × 1) (10)
[20]

TOTAL SECTION A: 20

SECTION B

Read the following case study carefully and answer the questions

ENTREPRENEURIAL SPIRIT IS ALIVE ON THE STREETS

As in the case of many ordinary South Africans, hawking is not a hobby, but a lifeline for Mandla Ngwenya of Zola, Soweto in Gauteng. He is the creator of Ma-Gents Moving Tuck Shop. 'I started off selling peanuts, apples and oranges. I then moved to Bree taxi rank in Johannesburg city centre, where I sold those commodities and other things as a result of the growing demand of the passengers who are our target market', he says.

'After increasing my stock, I sat down to plan how I could maximise my profit. The idea of a Ma-Gents Moving Tuck Shop came up and it works very well for me', he said in an interview with Hoza-Zola newspaper.

The Tuck Shop is a trolley packed with stock which is moved among people waiting for taxis. That, says Mr Ngwenya, is better than waiting around at the corner for customers to show up. 'I also do it for the convenience of the passengers. It allows them to stay in their queues and yet be able to buy what they wish without losing places. Ma-Gents Moving Tuck Shop has spread its wings. Mandla has appointed Sipho and Joel to serve customers at the Park station and the MTN taxi ranks respectively. These two are also doing very well.

The Department of Economic Development in Gauteng has approved his application and secured a building for his business to operate. He wants to open a butchery and also to sell food. The department has also given him funds to buy machinery and equipment required in the building for the business to operate.

[Source: Smit, 2000 (Adapted)]

QUESTION 2

2.1 Explain how Mandla should perform the following functions as the owner of Ma-Gents Moving Tuck Shop.

2.1.1 Direct function

2.1.2 Indirect function

2.1.3 Materials function

2.1.4 Transport function

2.1.5 Safety function

(5 × 2) (10)

2.2 Explain how Mandla can best manage the finances of his business. (3 × 2) (6)

2.3 What measures should be put in place to ensure that the butchery meets quality standards? (4 × 2) (8)

2.4 List THREE potential customers of this business. (3)

2.5 Ma-Gents Moving Tuck Shop is a business system.

Substantiate this statement. (3)
[30]

QUESTION 3

3.1 The Department of Economic Development has asked Mandla to submit a business plan for his application for financial assistance. You have been requested by Mandla to assist in this regard.

3.1.1 What is a business plan? (2)

3.1.2 Explain the aspects which should be included in the business plan. (4 × 2) (8)

3.2 For Ma-Gents Moving Tuck Shop to grow, it is important for Mandla to execute the management roles.

Explain how Mandla should execute the following management roles:

3.2.1 Product

3.2.2 Plant

3.2.3 Processes and procedures

3.2.4 Programmes

3.2.5 People/staff

(5 × 2) (10)

3.3 Identify any TWO strategic decisions that Mandla took in respect of his business. (2)

3.4 Ma-Gents Moving Tuck Shop has a number of stakeholders.

3.4.1 Substantiate this statement by identifying the following stakeholders from the case study:

(a) Financial stakeholder
(b) Employees
(c) Customers
(d) Government

(4 × 1) (4)

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3.4.2 What strategies should Mandla put in place to keep the services of his employees? (4 × 1) (4)

[30]

QUESTION 4

The Department of Economic Development has secured a building for Mandla's business next to the taxi rank. He opened a butchery and is also selling food.

4.1 Explain what Mandla should do with regard to the infrastructure, i.e. the building, before using it for his business. (4 × 2) (8)

4.2 Discuss how the Occupational Health and Safety Act must be implemented at the new building with regard to their employees. (6 × 2) (12)

[20]

TOTAL SECTION B: 80
GRAND TOTAL: 100

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